



26 MAY 1999

Manpower and Organization

**GUIDANCE FOR DETERMINING COLONEL
REQUIREMENTS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 38-2, *Manpower*. This instruction explains how to operate and administer the colonel requirements within the Air Intelligence Agency (AIA). It provides guidance and procedures for establishing colonel requirements according to AFI 38-201, *Determining Manpower Requirements*. It outlines the responsibilities and actions required to properly use the manpower and quality resources allocated by HQ AIA. This instruction applies to all AIA organizations and administratively-supported units, including AIA-gained Air National Guard and Air Force Reserve (AFRES) units upon mobilization.

1. Guidance for Colonel Positions. AIA guidance for using colonel resources is in AFI 38-201. Manpower, budget, and operating officials at all levels work closely to effectively monitor and control colonel resources.

2. Colonel Positions--Management Program. AFI 38-201 designates the Manpower, Organization, and Quality Division (HQ AIA/XPM) responsible for the management of colonel positions. Refer to AFI 38-201 for colonel criteria. Colonel requirements are a critical resource and are managed within congressional ceiling constraints.

3. Colonel Positions Responsibilities. HQ AIA directorates, major staff offices, and subordinate units will submit requests for colonel positions to Requirements and Utilization Branch (HQ AIA/XPMR). Submit a Manpower Change Request (MCR) justifying manpower changes based on increases or decreases in mission requirements. Manpower adjustments may be necessary to accommodate organizational changes, shifting priorities, or new mission areas.

4. Colonel Position Requirements Requests. Use the following procedures to submit a colonel position requirements.

4.1. When To Submit. Units must submit an MCR to justify manpower changes due to increases, decreases, or organizational changes in mission requirements. Manpower adjustments may be necessary to accommodate organizational changes, shifting priorities, or new mission areas.

4.2. Colonel Core Criteria. According to AFI 38-201, colonel requirements do not include colonel:

4.2.1. Deputies.

4.2.2. Positions more than one organizational level below another colonel position.

4.2.3. Positions in same organizational structure (workcenter) as a GS-15.

4.3. Limitations:

4.3.1. Zero Balance. Any proposal for an increase must include identification of trade-off resources.

4.3.2. Rated Position Identifier (RPI). Current Air Staff and HQ AIA policies are zero growth for rated staff positions. Changes to RPI coded positions require justification and Air Force approval.

4.4. Documentation Required:

4.4.1. Manpower Change Request. Use sample at attachment 1 to request changes.

4.4.2. AF Form 81, Colonel Position Description. Use this form to describe and justify colonel requirements. See sample at attachment 2. Provide the original and one copy of AF Form 81 using the following instructions:

4.4.2.1. Use AF Form 81 to describe and justify colonel requirements. Follow these instructions for completing AF Form 81.

4.4.2.2. Use only allocated spaces. Stay within each data element space. Do not attach additional sheets except for organizational charts (current and proposed) and high grade civilian information, as shown per attachments 3 and 4.

4.4.2.3. Avoid filling in an item solely because it's available. For example, positions needing a high level of special experience, such as a scientist, may have little or no management responsibility.

4.4.2.4. Paraphrasing or repeating an item title wastes space and is of no benefit.

4.4.2.5. Be specific, avoid generalizations, instead of frequent executive level discussions on multibillion dollar programs, state semiannual briefing to division level in Office of Management and Budget and General Accounting Office for research and development programs of \$5.3 billion.

4.4.2.6. Do not waste space on long explanations. It is accepted that a subordinate acts in the absence of a commander or next higher staff officer.

4.4.2.7. Avoid emotionalism, exaggeration, wordiness, and uncommon acronyms; use active verbs and be concise.

4.4.3. Two Organizational Charts (Current and Proposed). The first chart reflects the current organizational structure where realignment and, or change is requested. The second chart reflects the proposed organizational structure where the new position and, or change is requested. See samples at attachment 3.

4.4.4. Civilians GS-15 and Above. Provide the following information for all GS-15s or above, in the same workcenter as the requested colonel position:

Manpower position number

Grade and AFSC of authorization

Name, duty title, and date individual was assigned to position

NOTE:

Please include a statement that you have reviewed the civilian position description (PD) and certified the GS-15 does not have supervisory and, or managerial duties, equal to the 0-6. See sample at attachment 4.

STEPHEN F. O'MALLEY

Acting Director of Plans and Requirements

Attachment 1

MANPOWER CHANGE REQUEST

A1.1. Purpose. This letter is an example to explain the way to submit a Colonel Requirements Manpower Change Requests by letter or electronic message.

Figure A1.1. Sample Manpower Change Request (MCR).

SAMPLE

MANPOWER CHANGE REQUEST (MCR)

MEMORANDUM FOR HQ AIA/XPMR

FROM: (Your office symbol)

SUBJECT: Manpower Change Request No. (Unit's internal tracking number)

1. Approval Request. Request approval of the following manpower changes:

PAS UNIT LOCATION OSC FAC POSN # AFSC GRD AMT

(NOTE: The above columns are required. You may add additional columns to accomplish actions to colonel positions other than those reflected above, i.e., duty code changes, RLA, etc. DO NOT INCLUDE OTHER ACTIONS OUTSIDE COLONEL REQUIREMENTS IN THE SAME MCR.)

2. Justification: (This should be a complete written justification of the action you are requesting. Be specific and state the facts. State, if applicable, how this action will improve the gaining function and will not adversely impact the losing function.)

The following guidelines should be taken under consideration:

- a. A request for realignment must consider status of manpower in both functions. Mission must be considered.
- b. Program Element Codes (PEC) are budget designators for Major Force Programs (MFPs). Realignment should remain in the same PEC.
- c. Allow for turn-ins and, or reductions.
- d. Any change causing military and, or civilian personnel impact (change to AFSC, grade or moving a manpower position to another unit and, or base) must state if the affected position is vacant or occupied.
- e. The proposed effective date must be included.
- f. Changes to 0-6 and rated positions require Air Staff approval and should be submitted as separate actions.

3. Signature. Requires unit commander's signature.

Attachment 2**INSTRUCTIONS FOR COMPLETING AF FORM 81, COLONEL POSITION DESCRIPTION**

A2.1. Purpose. This attachment provides guidance on filling out AF Form 81, Colonel Position Description, for submission.

A2.2. Specific Instructions for Completing AF Form 81:

A2.2.1. Position Title. Use the duty title; do not use the unit manning document (UMD) title unless it duplicates the formal duty title.

A2.2.2. Unit or Activity:

A2.2.2.1. Field Units. Fill in the wing, group, squadron, etc.

A2.2.2.2. Headquarters Units. Fill in the directorate, division, or comparable organization level and the headquarters designation.

A2.2.2.3. Base and Location. Use the standard base address; for example, Kelly AFB TX, or Peterson AFB CO. (Use APO designation only for classified locations.)

A2.2.2.4. Reserved (Multiple Position Description Numbers). Do not use this space. Using a single PD for multiple positions is not permitted.

A2.2.2.5. MAJCOM. Use AIA for your command's three-letter code for MAJCOM identity.

A2.2.2.6. Position Number. Do not use this space. HQ AIA/XPMR will assign this number.

A2.2.2.7. AFMEA ID NO. Leave Blank.

A2.2.2.8. Function. Enter the Functional Account Code found under the FAC column on the UMD.

A2.2.2.9. Air Force Specialty Code (AFSC). Enter AFSC prefix, the four-digit AFSC, and the AFSC suffix. Use a maximum of six characters.

A2.2.2.10. Organization Structure Code (OSC). Enter all digits of the UMD OSC.

A2.2.2.11. Type Position: Leave blank.

A2.2.2.12. Functional Category. Enter the functional category found under the FCT column on the UMD.

A2.2.2.13. Short Position Title And Unit Designation. Enter the abbreviated position title, including unit or activity designation. Limit this entry to 25 characters. Use standard AF abbreviations.

A2.2.2.14. Position of Rater and Additional Rater. List the UMD authorized grade and duty title.

A2.2.2.15. Principal Subordinates. List the positions that report directly to, and are rated by, the incumbent. Subordinates can only report to one person (to the director but not the deputy director, or to the deputy director but not the director). Include title, rank or grade (GS, WG or ES) for civilians.

A2.2.2.16. Required Contacts. List the most important contacts in and outside the chain of command (other MAJCOM headquarters, OSD, State Department, foreign governments, etc.). State

the specific level of contact with the agency involved (Vice Commander, directors, chiefs of major staff office).

A2.2.2.17. Authority. State the highest authority or authorities vested in the position; for example, “signs for Chief of Staff,” “approves war plans,” etc. Do not list inherent authority such as, “approves leave.” Concentrate on authority that would justify a colonel. State these authority parameters:

A2.2.2.17.1. Vertical. State the closeness of supervisor, functional independence, and diversity of subordinate units, staff versus command positions, and if the position must deal with new jobs without direct supervision.

A2.2.2.17.2. Horizontal. State the degree to which the position can take action without the need to have the coordinated concurrence of horizontal positions. Certifying officials should make sure that each position in the same chain of command has its own defined area of authority.

A2.2.2.18. Resources. State in measurable terms the authorized people and financial resources for which the position is accountable and has direct signatory control. Do not include values of real property.

NOTE:

Only a commander or vice commander of an operational wing receives credit for aerospace vehicle resources, which is stated in terms of primary aircraft authorized (PAA).

A2.2.2.19. Most Difficult Problems. List examples that are typical of the “most complex” situations encountered in this position. State the level of issues addressed by the position.

A2.2.2.20. Supplemental Information. Use this area for “unusual” conditions not described elsewhere. For example, if the incumbent of the position serves in a dual capacity, list the secondary position here. Do not use this area for continuation from other blocks.

A2.2.2.21. Special Training and Work Experience. State whether work experience as a rated officer is mandatory or desired. If applicable, list a specific area such as bombardment, airlift, or fighters. In all cases of special experience, concentrate on experience required, not knowledge. However, if special training courses such as training with industry are required or desired, list the specifics. DO NOT list general AF courses of study such as Squadron Officers School, Air War College, etc., education obtained in college, universities, or professional schools unless required for the position and indicated in the Advanced Academic Degree column of the UMD. Leave the block blank if neither “Rated” nor “Other” is Appropriate.

A2.2.2.22. Communication Skills. State the nature, type, and extent of necessary written and oral skills. Consider the variety and complexity of information as well as the organization level of individuals and agencies involved.

A2.2.2.23. Judgment And Decision Making. State the importance of judgment and independence on decisions. State the degree of supervision and nature of guidance needed in terms of scope and position independence.

A2.2.2.24. Planning. State the extent of required planning, both short-term and long-range. Include the scope and significance of the planning.

A2.2.2.25. Management. State executive and managerial skills required in the job.

A2.2.2.26. Certification. Leave blank. HQ AIA, Director of Plans and Requirements, Kelly AFB, TX, or designated individual, signs the form, certifying the position is a valid colonel requirement.

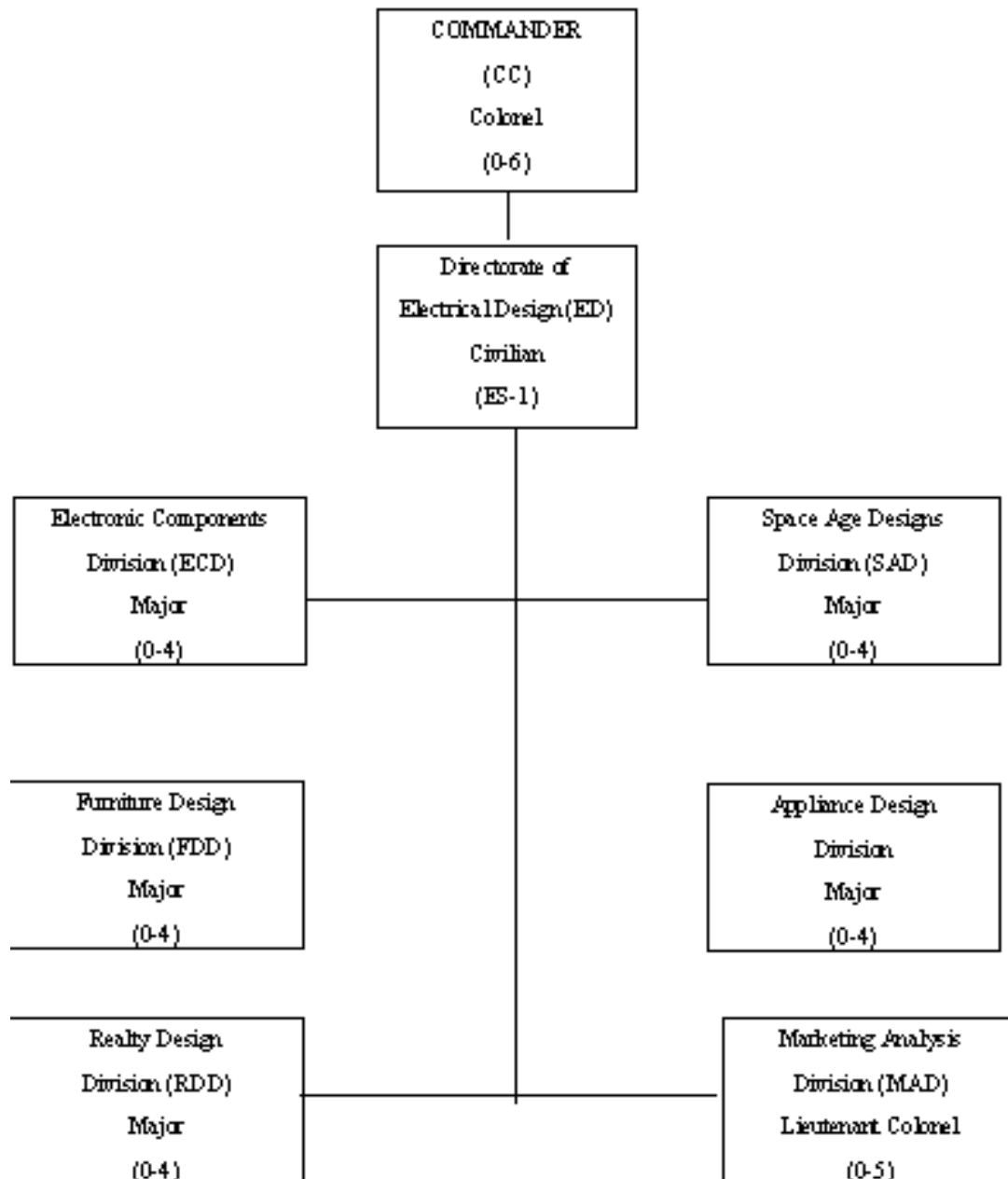
Attachment 3

CURRENT AND PROPOSED ORGANIZATIONAL CHARTS

A3.1. Purpose. This is an example a current Organization Chart to be submitted in the Colonel Requirements package.

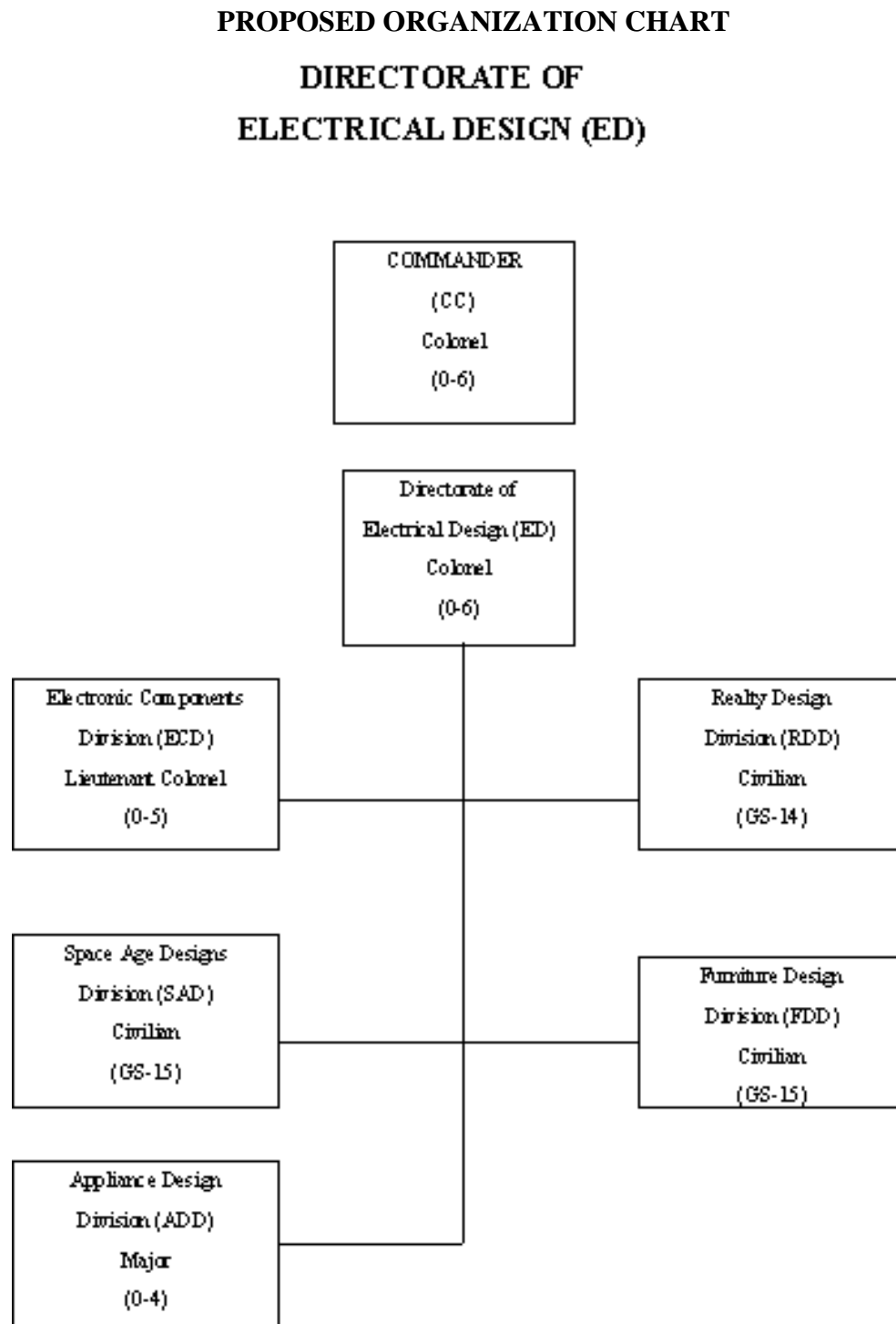
Figure A3.1. Sample Current Organizational Chart.

CURRENT ORGANIZATIONAL CHART



A3.2. Purpose. This is an example a proposed Organization Chart to be submitted in the Colonel Requirements package.

Figure A3.2. Sample Proposed Organizational Chart.



Attachment 4**HIGH GRADE AUTHORIZATIONS**

A4.1. Purpose. Follow the example below as a format to submit High Grade Authorizations to be included in the Colonel Requirements package.

Table A4.1. High Grade Authorization.

HIGH GRADE AUTHORIZATIONS

PIN:00000000

NAME:	John S. Doe
GRADE:	GS-15
AFSC/SERIES:	062E4
TITLE:	Associate Chief Scientist
DATE ASSIGNED:	30 Feb 94HAHQ AIA/XPM